

Culture Implementation Plan

Approach to Cultural Accountability: How to implement in your respective Agency

Establish a dedicated implementation team, which should include union representatives and management associations. Provide culture training to senior leadership on how to manage the transformation process. Set up networks at appropriate levels in the organization to support the implementation team. Labor-Management forums and management associations should be involved to help drive the transformation throughout the agency and gain buy-in from employees.

1. Build a transparent foundation by conveying shared values and expectations by being reliable, responsible, and able to provide/receive accurate and timely feedback as well as accepting the diverse viewpoints from different people. Clear communication of Agency's strategic priorities is vital.
 - a. Formulate a communication strategy to create shared expectations by ensuring consistency of message and communicating frequently to build trust.
 - b. Encourage two-way communication, which is necessary in building consensus and providing information that meets specific needs of the workforce. Leaders must be consistent and demonstrate the same values and support the same priorities as they expect from others.
2. Create a clear understanding of what the new culture looks like, which is key to rapid change. Senior Leadership should formulate a *culture policy statement* and actively promote it to receive feedback and new ideas about making the culture change happen.
 - a. Involve employees to receive their ideas and gain their commitment for the transformation by delegating authority to appropriate organizational levels. This promotes synergy. Labor-Management Forums should be fully utilized.
3. Ensure Senior Executive Service (SES) leaders' involvement, through a variety of ways, such as providing coaching and mentoring to improve their management and leadership skills.
4. Leaders need to align their culture with the subcultures to engage everyone via small sessions to clearly convey and clarify the strategy into priorities and viable goals. Implementation plans will be developed to identify the major outcomes.
5. Form a results-oriented culture responsible for solving problems. Ensure top leaders drive the transformation and coordinate actions with all of the responsible functions and monitor progress to ensure desirable results and execution of the program. Leaders must define and articulate a compelling reason for change. This requires a balance of continued delivery of services with transformation

- activities. This will sharpen the focus of the high priorities. If no positive developments are taking place, then leaders need to communicate what they will do differently next time and engage the workforce regarding their conduct and duties. Take quick action if people fail to deliver the desirable results. Managers should be given the training they need to deal with poor performers. Leaders must establish a coherent mission and strategic goals to guide the transformation and adopt leading practices for results-oriented strategic planning.
6. Communicate the mindset that everyone is responsible for the results. ‘Our behavior and actions are a direct reflection of our organization.’ Leaders should attend all the meetings, to the extent practical, within their organization to promote ideas on how to improve, encourage employees to share more data (constructive feedback) and challenge areas that do not make any sense. Clarify the expectations as much as necessary to avoid any misunderstandings and assumptions and establish firm deadlines for assignments to be completed from employees. Plan your actions and communications by:
 - Conducting small group sessions to support constructive feedback and engage employees (coaching and mentoring).
 - Discussing what should we Start doing, Keep doing and Stop doing!
 - Attracting and retaining key talent
 7. Develop a *strategic framework* to promote a culture of accountability. Using this framework ensures that programs are managed effectively and produce the desired results in accordance with a focus on a key set of principles and priorities at the outset of the transformation. Embed core values in the organization to reinforce the new culture. It also ensures that program planning is data-driven and results-oriented to support the strategic priorities and mission within a high-performance organization. Decisions made within a framework have a high likelihood of success. The framework includes the following: mission, strategies, program requirements, goals and the customer. Goals must have a timeline to build momentum and show progress. Convey and reinforce the corporate values to everyone and monitor employee attitudes. For example, leaders convey real life experiences and lessons learned with employees.
 8. Conduct advance planning on important activities (define priorities (i.e., prioritization methodology and requirements) that add value and help prepare for desired results.
 - Build consensus for your desired results by communicating in small groups to stimulate thinking, promote engagement and ownership.
 - Senior leadership demonstrates by example and conducts question and answer sessions and actively listens to differing viewpoints.
 9. Improve accurate monitoring via senior leadership being directly involved in weekly and quarterly updates. Authorize independent program evaluation (outside consultant) with continuous feedback to executive management and rigorous peer review.

Identify Consequences for inadequate performance and communicate this to the entire organization.

- Align planning and accountability via leadership, effective communication, measuring results, compliance and implementation.

Note: There is a strong correlation between accountability and trust and without trust, no performance management system will be effective.

Culture Best Practices:

- Leaders need to establish ownership of the entire cultural transition by clearly defining the desirable results and the steps to accountability for everyone
- Formulating a Culture Policy Statement (*draft elements of a Performance Management culture*)
- Taking action to support the culture policy statement
- Providing and receiving meaningful feedback from everyone to help people make the change
- Becoming more facilitative by encouraging everyone to participate and contribute (i.e., Questions and Answers group sessions on the what? and why?)
- Formulating a structure to engage everyone (accountability, engagement from everyone, cultural transformation is leader-led, tracking the progress)
- Involving employees, their unions, and management associations.
- Adopting leading practices from high-performance organizations to build a high performance culture